



Uganda Debt Network



Annual Report 2012



UDN Vision: A prosperous Uganda with sustainable, equitable development and a high quality of life of the people.

UDN Mission: To promote and advocate for pro-poor policies and full participation of poor and marginalized people in influencing poverty-focused policies, demand for their rights and monitor service delivery to ensure prudent, accountable and transparent resource generation and utilization.

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List of Abbreviations

BAI	Budget Advocacy Initiative
CBMES	Community Based Monitoring and Evaluation System
CBO	Community Based Organization
CPE	Community Participation and Empowerment
CSBAG	Civil Society Budget Advocacy Group
CSO	Civil Society Organization
DFID UK	Department for International Development (UK)
IBP	International Budget Partnership
KFM	A Nation Media Group FM radio station
LG	Local Government
MDGs	Millennium Development Goals
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MONARLIP	Moroto Nakapiripirit Religious Leaders Initiative for Peace
MP	Member of Parliament
NAADS	National Agriculture Advisory Services
NDP	National Development Plan
NBS	Nile Broadcasting Service
NGO	Non Governmental Organization
NTV	Nation Television
PEAP	Poverty Eradication Action Plan
PFA	Prosperity for All
PTA	Parents Teachers Association
SACCO	Savings and Credit Cooperative Organization
SAPP	Strategic Advocacy Programme and Plan
SEATINI	Southern and Eastern African Trade Information
SMC	School Management Committee
SCC	Service Client Charter
UBC TV	Uganda Broadcasting Corporation Television
UDN	Uganda Debt Network

Acknowledgements

UDN is cognizant of the invaluable contribution of the different constituencies, including membership, Government authorities at the national and Local Government levels, like-minded CSOs, communities where we operate, media and development partners across the globe to the success implementation of its activities. We at the UDN Secretariat are delighted about your unwavering commitment and guidance to the UDN noble ideals as exhibited in the UDN Vision and Mission; particularly during the 2012 period that marked the first year in implementing activities, new strategies and methodologies in line with the 2012-2016 SAPP.

Special mention goes to those that entrusted us with resources and other capacity support through core and/ or designated funding; namely, Democratic Governance Facility (DGF), Trocaire, Concern Worldwide, DanChurchAid (DCA), Christian Aid, International Budget Project (IBP) and Idasa. For your support, UDN pledges even better implementation based on the learning so far obtained from the 2012 experience and, of course, informed by previous successes, challenges, local, regional and international interaction and learning since inception in 1996. Together, we can ably contribute to overcoming marginalisation and deprivation, deepening democratic dispensation, rights and socio-economic justice and poverty reduction in its various manifestations, particularly across the different categories of men, women, boys and girls in Uganda including People Living With HIV/AIDS, small scale farmers, People Living With Disabilities.

Message from the Executive Director

Greetings from Uganda Debt Network,



It is with great pleasure that we present to you the 2012 Annual Report, which is the first major documentation of UDN's performance under the new Strategic Advocacy Action Plan and Programme (SAPP) 2012-16. With the development of a new SAPP, UDN had to undergo some major changes within its programme structuring.

As such, there was a shift from the 6-faceted programme structure comprising a) Community Participation and Empowerment, b) Policy Analysis and Socio-Economic Research, c) Budget Advocacy Initiative, d) Governance and Rights, e) Civil Society Capacity Building and f) Institutional and Organizational Development to a new constituting 3 thematic areas namely; **i) Governance and Rights, ii) Capacity Building and Empowerment and iii) Institutional and Organizational Development.**

In light of the UDN Development Goal under the new SAPP, major milestones have been achieved as far as increased citizen participation in influencing policy and budget processes is concerned. This has been achieved through increased sensitization and information dissemination on Government policies and programmes and citizen's rights to the grassroots; as well as creation of more platforms for increased public engagement with duty bearers. On the other hand, UDN has further continued to engage vigorously with various Government Ministries, Departments and Agencies to lobby for and influence the institution of pro-poor policies, as well as pressing for establishment of control measures and penalties for misuse of public resources, among other things.

Within its first year of implementation, the 5-year 2012-16 UDN SAPP has achieved overwhelming successes, which we are proud to document in this report. This has not come without challenges, but dedicated teamwork, coupled with the support of our faithful friends, partners and stakeholders has brought us this far.

Special thanks to our donors and partners that contributed in one way or another to shoulder the financial burden that was imperative to execute our 2012 annual workplan. We appreciate your continued commitment and support to UDN. We cannot fail to recognize our community based monitors and allies that have served to avail timely and authentic information on service delivery and programme implementation, to inform UDN advocacy work. Finally, we acknowledge all our partners in Government MDAs, Local Government, Parliament and other policy institutions for listening to our concerns and offering vital advice and information to inform our work.

To the UDN Board of Directors and Staff; your input and hard work is priceless. Together, we are all building this great nation, for generations to come.

Patrick Tumwebaze
Executive Director

Executive Summary

This Annual Report by Uganda Debt Network (UDN) for the year 2012 is the first one under the organization's new four-year Strategic Advocacy Programme and Plan (SAPP) 2012 – 2016. The report documents the community empowerment, poverty reduction and policy advocacy programmes that UDN has undertaken and the achievements it has recorded during the reporting year. Under the new SAPP, UDN reorganized its programme implementation under three Strategic Objectives, namely:

- i) Citizens' oversight of public resource generation, management and utilization strengthened to enhance public accountability, access to, and efficient delivery of services;
- ii) Civil society credibility and capacity to deliver on their strategic poverty reduction interventions enhanced; and,
- iii) UDN as a strong sustainable organization with solid systems and resources to deliver high-quality outputs.

The strategic emphases of the new SAPP ensured that UDN retained its focus in pursuing its mission of *“working to promote and advocate for poor and marginalized people to participate in influencing poverty-focused policies, demand for their rights and monitor service delivery to ensure prudent, accountable and transparent resource generation and utilization”*.

Hence to realize the first objective, UDN undertook a review and analysis of Uganda's domestic debt; reviewed the implications of Universal Primary Education grants/loans for sector programmes; produced a discussion paper on Uganda's competitiveness in the EA Common Market; reviewed implementation of the NDP in districts; trained school management committees in leadership and participatory budgeting; reviewed the National Budget and taxation policy for relevance to poverty reduction; and lobbied national and local governments on effectiveness of budgets towards realizing improved service delivery. Anticorruption, accountability and transparency campaigns and sensitization were also undertaken down to the district levels.

Under capacity building, UDN strengthened the capacity of its sub-county and district-based partner monitoring groups to become fully-fledged CBOs. In all, 15 CBOs in 23 operational districts are fully registered and have been given the capacity to become self-sustaining and independent. UDN has inspired the formation of a national network for community-based monitors. UDN also deepened implementation and scaling up of its Community Based Monitoring and Evaluation System (CBMES), and facilitated the monitors to present problems facing beneficiaries to national forums.

Institutionally, UDN started the implementation of the new SAPP under a new seven-person Board that was elected at the Annual General Meeting to steer its strategic direction for the next three years. UDN also generated and submitted three proposals, one of which was accepted and the organization signed a grant agreement. The organization also strengthened its human resource and management capacity by recruiting a Director of Programmes.

1.0 Introduction

1.1 UDN Background

Uganda Debt Network (UDN) was established in February 1996 as an ad hoc coalition of 26 Non-Governmental Organizations, individuals, and representatives of religious and academic institutions. UDN was registered as an NGO in 1997; and in December 1999 registered under the Companies Act (Cap. 85) as a company limited by guarantee. By end of December 2012, UDN was comprised of 63 registered members.

At its inception, UDN was formed to lobby and advocate for Uganda's debt relief under the Highly Indebted Poor Countries (HIPC) Initiative spearheaded by the World Bank and International Monetary Fund (IMF). Uganda qualified for debt relief, with the condition that debt relief funds should be used to fund programmes that would contribute to poverty reduction and prosperity in Uganda, through the Poverty Action Fund (PAF). UDN then focused on mobilising citizens to participate in monitoring the utilization of PAF programmes to ensure that the poor and marginalized people of Uganda benefit from implementation of such programmes. This was also geared at the overall lobbying and advocacy for pro-poor policies and budget allocations; transparency and accountability in the management of public resources through accountable governance and action against corruption. The positive results derived from the debt relief have been manifested in Uganda's investments in the social sector, especially in Education, Health, infrastructure, water and sanitation.

UDN has since 1996 implemented a phased advocacy programme through three-year Strategic Advocacy Programmes and Plans (SAPPs). To enhance learning and impact, the period for UDN implementation was recommended to cover a period of 2012-2016 through the stakeholder reviews and consultative processes between 2010 and 2011. The current 2012-2016 SAPP has, therefore been consolidated UDN through the following three major Programme Areas and Strategic Objectives;

Programme Area 1: Governance and Rights; with strategic objective of Civil Society credibility and capacity to deliver on their strategic poverty reduction interventions enhanced.

Programme Area 2: Capacity Building and Empowerment; whose strategic objective is that, Citizens' oversight of public resource generation, management and utilization strengthened to enhance public accountability, access to, and efficient delivery of services.

Programme Area 3: Institutional and Organizational Development; with strategic objective of ensuring that UDN is a strong sustainable organization with solid systems and resources to deliver high-quality outputs.

1.2 UDN Vision

A prosperous Uganda with sustainable, equitable development and a high quality of life of the people

Uganda Debt Network envisions Uganda as a country with good governance, respect for constitutionalism and the rule of law; with equality between women and men and equitable development of all regions of the country. UDN wishes to see a debt and corruption-free country with citizens living in harmony and enjoying rights and quality services. UDN believes that all these are necessary ingredients for a prosperous country that ensures a high quality of life of all citizens.

1.3 UDN Mission

Uganda Debt Network (UDN) is a policy advocacy organization working to promote and advocate for poor and marginalized people to participate in influencing poverty-focused policies, demand for their rights and monitor service delivery to ensure prudent, accountable and transparent resource generation and utilization.

Uganda Debt Network works for socio-economic justice for all citizens. The organization strives to ensure that citizens are empowered to demand for efficient and transparent use of public resources to benefit all, particularly the poor. Influencing policies to respond to the needs and interests of poor people is at the heart of UDN's work. UDN works in conjunction with communities and national-level strategic allies and partners to eradicate corruption and promote good governance and accountable leadership.

1.4 UDN Values and Principles

- **Fairness and social justice** – UDN believes in fair and just consideration of all citizens of Uganda.
- **Gender equality** – UDN believes that all women and men are equal before and under the law; have equal dignity (worth) of the person and opportunities in economic, political, cultural and social life.
- **Accountability and transparency** – UDN believes in and advocates for accountable and transparent leadership in the conduct of public affairs.
- **Prudent use of resources** – UDN believes in and advocates for rational use of resources to benefit all citizens to lift themselves from the shame of poverty.
- **Empowerment and participation of citizens** – UDN believes that people are their own agents of change and should have the opportunity to shape processes of development.

1.5 UDN Development Goal for 2012 – 2016:

An empowered citizenry realising their rights through good governance and equitable public service delivery

1.6 Governance and Administration

UDN's governance and administration structure comprises 3 facets, namely;

- Annual General Assembly
- Board of Directors
- Secretariat

The Annual General Assembly

The Annual General Assembly (AGA) is composed of all UDN's registered and paid-up members; and it is the supreme governing organ of the organisation.

Board of Directors

The Board is UDN's policy-making organ. The Board also gives strategic guidance to the organization. The current serving Board was elected into office during the Annual General Meeting on October 12, 2012, to serve for a 3-year term from 2012-2015.



Members of the newly elected UDN Board pose for a photo with the Executive Director shortly after their election at the Annual General Meeting, October 12, 2012

Left-Right: Mr. Julius Othieno, Mr. Steven Guweddeko, Hajj Sengooba Bwagu, Miss Christine Nantongo, Mr. Musaasizi Nambago, Ms. Maude Mugisha and Mr. Patrick Tumwebaze (ED).

The Secretariat

The Secretariat is the planning, implementation and monitoring organ of the network. It is headed by the Executive Director (ED) who provides effective leadership and gives guidance to the management for the smooth running of the organization. As at 31st December 2012, the UDN Staff membership comprised 20 staff and 4 senior management staff members (see *Apendices for full list*).

Governance and Rights



UDN staff joined the procession to commemorate the Anti-Corruption Mural launch at Kayabwe, Mpigi District



Nkozi University students entertain guests during the Kayabwe Mural launch



UDN staff hold a press conference on theft of Pensioner's Funds in Moroto, November 2012



UDN staff pose for a photo at the Kayabwe Anti-Corruption Mural site after its successful unveiling and launch

2.0 PROGRAMME IMPLEMENTATION

2.1 Governance and Rights Programme

The strategic objective of the Governance and Rights Programme is to ensure that citizens' oversight of public resource generation, management and utilization is strengthened to enhance public accountability, access to and efficient delivery of services. During the reporting period, programme implementation aimed at having key policies on the generation and management of public resources benefiting the majority of the population, especially the poor people. To this end, the programme undertook activities involving citizens and civil society organizations with a view to empowering them and sharpening their skills and confidence to influence policy making and decision making in favour of majority and pro-poor interests.

2.1.1 *Citizens/CSOs with capacity to track and influence Debt and Aid acquisition and sustainability for poverty reduction*

Review and Analysis of Uganda's Domestic Debt status

Domestic debt is a good alternative for the Government to access resources to boost public expenditure for poverty reduction and development. Since its formation, UDN has been concerned about Uganda's escalating debt levels and debt management to the extent of pro-poor, gender sensitivity and responsiveness coupled with pro-equitable national development, transparency and accountability. Since often focus is on foreign/ external debt, UDN in 2012 undertook a study to review and analyze Uganda's domestic debt status, which assessed the trends of domestic debt structure and stock from 2002/03 to 2011/12. The study also looked at implication of debt to the Ugandan economy in regard to poverty reduction and development; and the effectiveness of the legal and institutional framework for domestic borrowing. It made policy recommendations to promote transparent and accountable practices in contracting and managing the domestic debt (domestic arrears, guarantees to individuals and/ or firms; and securities). The report recommended that Government should ensure that all components of domestic debt should be consistently reported by all debt management agencies including annual reports on loans and grants with adequate details of the outstanding arrears.

To popularise, inform and engage with key stakeholders and Government authorities, a dissemination workshop was held in Kampala and attended by 96 participants¹ in November 2012. The Deputy Governor, Bank of Uganda, Dr Louis Kasekende, who was the Guest of Honour, committed the Bank to working together with UDN to ensure that some of the recommendations which were within the ambit of their institutional mandate were considered to promote debt sustainability. UDN remains concerned about the increasing trends of debt stock, even if the debt levels were still within the debt sustainability threshold as a percentage of Gross Domestic Product. Input from the advocacy meeting was also used to enrich the final report and design of other advocacy strategies to be implemented in the following year 2013, in the struggle to reversing the escalating overall debt levels for Uganda.

¹These included representatives of Government institutions, representatives of UDN donors, Members of Parliament, academic and research institutions, the media and the general public.



Bank of Uganda Deputy Governor, Louis Kasakande addressing participants at the UDN Domestic Debt Study dissemination Workshop at Hotel Africana, 21st November 2012

Media advocacy over the adverse effect of supplementary budgeting on Uganda's external debt

UDN and other members of Civil Society have repeatedly expressed their concern about the increasing levels and frequency of supplementary budgets which have forced the Government to resort to borrowing so as to supplement the limited resources available to finance development projects. In this connection, UDN in collaboration with other Civil Society Organizations implemented various media advocacy events highlighting the adverse effect of supplementary budgeting on Uganda's external debt, planning and prudent budgeting and the quality of service delivery. To widen outreach and citizens' engagement, UDN worked with leading print and electronic media institutions² in Uganda.

Lobby meeting on Debt Sustainability and front-loading of aid in Uganda

UDN together with other CSOs presented a Civil Society position paper on Debt Sustainability and front-loading of Aid in Uganda. This was in October 2012, during a DFID-Donor-Economist Group panel discussion, to inform policy on Uganda. This meeting was attended by 21 participants from CSOs, Government and various donors accredited to Uganda. Uganda's debt sustainability indicators were considered to be strong, which meant that Uganda was in the category of countries with a low level of debt distress. During the discussion, it was noted that there was need to consider the issue of increasing channels for public accountability in oil as part of debt discussions for Debt Sustainability projections. UDN has since continued to influence donor policy on Uganda, for improved accountability and citizens' participation in policy fora that benefit the country.

Civil Society partnership with JBSF

In order to strengthen Civil Society partnership with development partners, a strategic meeting was organized with development partners under the Joint Budget Support Framework (JBSF), attended by at least 50 Donor and CSO members. In this meeting, joint Civil Society/Donor strategies to engage and effectively influence the Budget process were discussed and agreed upon. This has enhanced CS/donor collaboration on the Budget. A follow-up meeting is to be organized in which a formal working relationship is to be established.

² Including KFM, Radio One, New Vision, Daily Monitor, Weekly Observer, NTV, NBS, UBC and WBS.

Review of UPE Grants/Loans and Implications on education Sector Performance

A study was undertaken in Katakwi and Kumi districts to establish the extent to which Government had provided and expanded infrastructural facilities³ to accommodate the increasing enrolment of pupils under the Universal Primary School (UPE) programme. Following the multilateral debt relief initiatives, the UPE programme, popularly referred to as “*Bonna Basome*” (translated to mean “Let Everyone Study”) was introduced by the Government in 1997 for increasing literacy and contributing to achieving sustainable economic, social and political development and transformation in Uganda. During the study, a total of 14 schools were visited in the Kapujan⁴ and Omodoi⁵ sub-counties in Katakwi District and 16 schools in Mukongoro⁶ and Atutur⁷ sub-counties in Kumi District. Key informants interviewed included district officials, Inspectors of Schools, School Management Committee members, Parents - Teachers’ Association members, Head teachers and teachers in the selected schools. It was discovered that all schools do not have adequate infrastructure to accommodate the increasing enrolments ever year and UDN has since been advocating for increased funding to school infrastructure. Although non-government actors had contributed to providing infrastructure in some schools, the challenge was that they chose to offer only one item out of a whole range of other inputs required for better learning. The study informed UDN advocacy and community engagement with different duty bearers and stakeholders⁸. As a result, during the Annual Sector Review Meeting organized by the Ministry in November 2012, a recommendation on increasing funding to the UPE sector was adopted; and UDN will in the subsequent period challenge Government on the promise.



The UDN report on UPE funding captured in the ‘New Vision’, Wednesday, July 4th 2012

2.1.2 UDN and partners participating and influencing national, regional and international forums on economic and political cooperation

Engaging on Uganda’s Competitiveness in the EAC Common Market

Uganda joined Kenya and Tanzania in signing the Treaty for the establishment of the East African Community (EAC) on 30 November 1999 to which Rwanda and Burundi became full members with effect from 1st July 2007. The EAC integration has opened up great opportunities for Partner States to enhance development and sustained expansion of national activities.

During the reporting year, UDN developed discussion paper titled, “Can Uganda’s Small Scale Producers Compete Favourably in the EAC Common Market?” The UDN advocacy position was that the Common Market should support member States to specialize in goods and services

³ Classrooms, and complete those that are unfinished, desks, sanitary facilities and at least 4 teachers’ houses

⁴ Six schools visited

⁵ Eight schools visited

⁶ Nine schools were visited

⁷ Seven schools visited

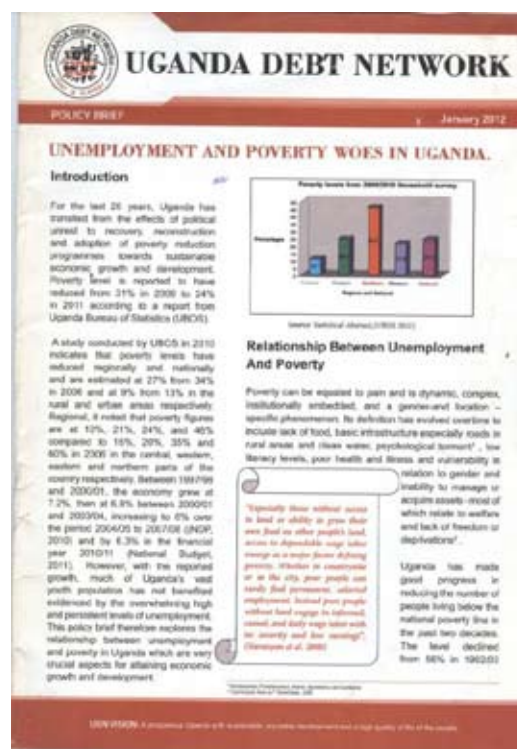
⁸ From the Ministry of Education and Sports (MoES) officials, district officials, school head teacher, donors and the media (Daily Monitor, New Vision and The Observer)

they produce most efficiently within the larger market. The paper highlights that Uganda's investment level in value addition is still too low since the economy produces primary goods; hence the need to invest in value addition to ensure profitable competition with other partner countries and business survival. UDN also observed that poor post-harvest handling had resulted in a significant gap between gross production and net availability to the consumer. UDN will in 2013 continue to lobby and engage with relevant Government over pro-people strategies to enhance the competitiveness and conducive business environment in the Common Market.

Policy briefs on poverty issues

In 1994, an International Conference on Population and Development held in Cairo, Egypt, brought together 179 countries, including Uganda, which agreed on the joint Programme of Action (PoA) to address population challenges. The Cairo Agenda has a broad mandate on promoting the interrelationships between population, sustained economic growth and sustainable development and advances in education, economic status and empowerment of women and disadvantaged groups (marginalised or excluded).

In 2012, UDN produced and disseminated advocacy positions through two policy briefs on *"High Population undermines Economic Growth and Development"* and *"Unemployment and Poverty woes in Uganda"*. These briefs highlight the effects of high population growth, unemployment and poverty on economic growth and development in Uganda and also proposed alternative strategies for addressing the adverse effects. The regional and national engagements with duty bearers and stakeholders included: Members of Parliament, CSOs, special interest groups, faith-based organizations and cultural leaders. The paper contributed to the compilation of a national report which was incorporated into the Regional/ African report to be included in the Global/ UN Report for review in 2014. The report will enable the UN review meeting to decide on new actions relating to population growth and development



Copies of some of the Policy Briefs published in the year 2012

2.1.3 Citizens and CSOs influencing key poverty-reduction policies and programmes to address the needs and priorities of the poor and marginalized groups

Engagement with Government to account for implementation of the Prosperity For All Programme (PFA) in Uganda

Poverty eradication has been a key priority of Uganda's development efforts for the last 25 years. The PFA programme was introduced in 2006 by Government with the objective of improving the lives of all Ugandans by ensuring that households are able to earn at least Shs. 20 million gross income per year.⁹

As part of commemoration of the International Poverty Day under the theme, "Working Together out of Poverty", UDN spearheaded civil society efforts for challenging Government to account on level of PFA implementation- successes, challenges and way forward. The conference was attended by Civil Society, representatives from Government institutions, donors and the general public. Other key presenters at the conference included, Hon. Henry Banyenzaki, Minister of State for Economic Monitoring, Office of the President who was the Guest of Honour; Mr. Anthony Mula, Principal Secretary, Economic Affairs, Office of the Vice President, whose presentation on the subject was discussed by Prof. Ezra Suruma, former Minister of Finance, Planning and Economic Development, and now Senior Presidential Advisor (Finance and Planning). UDN called upon Government to invest more in productive areas, protection of people's savings through SACCOs and update Monitoring and Evaluation functions to ensure greater successes in poverty reduction and equitable national development. Advocacy for PFA will continue in 2013, so that by the different Government institutions improve coordination for better PFA implementation outcomes in Uganda.



UDN staff pose for a photo with the Vice President, HE Edward K. Sekandi (centre) after a lobby meeting

Review of the National Development Plan in two Districts

In Government, preparations for the revision of the NDP are already in place. In a bid to capture lessons and recommendations in ascertaining the degree to which NDP implementation has been aligned with the district development plans and sector budgets, UDN undertook an implementation review and analysis of the NDP, with case studies of DDPs for Moroto and Bukedea districts. Other districts will be sampled in 2013. The purpose is that the NDP reflects community concerns and priorities for improved service delivery, public accountability and

⁹ It targets especially the active poor in rural settings within society and focuses on at least each household having a daily income and food security.

poverty reduction considerations. Preliminary findings indicate that despite having the NDP in place, some district officials and leaders had limited knowledge about the contents of NDP. The final review and analysis report will be ready in the next period of implementation, where UDN will engage with National Planning Authority, Parliament and other relevant institutions.

2.1.4 Government budgets at national and local levels respond to poverty reduction priorities

Activities were undertaken to empower citizens and CSOs in selected districts to influence national and local government budget processes.

School Management Committees trained in Leadership and Participatory Budgeting

During the reporting period, two trainings in fundraising, advocacy and leadership were organized for 80 school management committee (SMC) members in two districts of Bugiri and Katakwi, targeting three schools per district. Meanwhile, 40 parents teachers' association (PTA) members from Bugiri and Bushenyi districts.

The leadership and budgeting trainings have since resulted into some of the target schools to engage in income-generating activities, hence boosting their resource envelope. For instance, in Bugiri Primary School, 1,150 trees have been planted to help boost the school revenue to complement government funding. Similarly, this school has been able to use the available resources to improve the learning environment. This school has been able to use the available trees (mvule tree), to provide school furniture that was almost non-existent in the school (26 classroom desks, 10 office chairs, 3 office tables, 3 staffroom tables and 3 staffroom benches were acquired from this initiative). This has helped solve the problem of inadequate school infrastructure and hence contributed to quality basic education in the district.

Other successes/ immediate outcomes include the following;

- a) There has also been improvement in book-keeping; and accountability practices have been registered in Bugiri District.¹⁰
- b) In Bugiri Primary School, for instance, the school has registered 10 per cent improvement in academic performance. A school daily attendance register has also been introduced in this school, leading to the reduction in the level of teacher.

2.1.5 Production of policy briefs on the National Budget

Review of the 2012/13 National Budget

In July 2012, UDN together with other CSOs undertook a review and analysis of the 2012/13 National Budget to assess the extent to which the Budget takes into consideration the needs of the citizens, particularly the poor and marginalized. Alternative CS budget proposals were compiled; and disseminated through several advocacy strategies and events. A CS position paper was shared with the relevant policy makers during a CS Post-Budget dialogue attended by 236 members of the public. The CS position on the national budget was also used to lobby the Budget and Agriculture Committees of Parliament. These opportunities created important platforms for Civil Society to interface with policy makers to get more insight to inform debate on the National Budget proposals.

¹⁰ In Bugiri and Naluwere primary schools

Arising out of various advocacy efforts, two of the Civil Society proposals presented in the paper were incorporated in the National Budget 2012/13. These included the raising of the Pay-As-You-Earn (PAYE) threshold from UGX 130,000/= to UGX 235,000/= to benefit the lower income earners and lower sections of Ugandan society; and the 30 per cent increment on teacher's salaries.



Participants follow the discussion during the CS Post-Budget dialogue

In addition, Civil Society, operating under their umbrella body, the Civil Society Budget Advocacy Group (CSBAG), successfully lobbied Parliament to drop the proposal in the Budget to re-instate value-added tax (VAT) on water.



The parliamentary decision to block VAT on water featured in the Daily Monitor, August 30, 2012

Review of the Public Finance Bill 2012

In 2012, through the Ministry of Finance (MFPED), Government embarked on the process of developing the Public Finance Bill (PFB) 2012, where this should have been concluded into law by end of year. Government's stand was that this process was meant to harmonize the different laws¹¹ on public sector finance management in reality of recent developments in the oil and gas sector in Uganda. The Civil Society was concerned that a repeal of, especially, the Budget Act 2001 and the Public Finance and Accountability Act 2003, through introduction of the PFB posed a potential threat to narrowing participation of Parliament and other stakeholders in the budget process. This challenge subsequently was as well a risk, given that the PFB seemed to accord a lot of discretionary powers to the Executive and lesser to other stakeholders. Thus, narrowing open discussion of issues for improved quality and quantity of local service delivery, transparency and accountability.

Together with other CSOs, UDN was in 2012 instrumental in citizens' sensitization about the content of the PFB and also carried out several advocacy engagements involving the Ministry, Parliament, the media and general public (e.g. see: <http://www.newvision.co.ug/news/638512-mps-oppose-finance-bill.html>). Under the CSBAG, UDN organized two regional meetings in the Eastern¹² and Western¹³ regions, to sensitize communities about the implications of the provisions in the Finance Bill and how the implementation of this Bill was likely to facilitate or impede their participation in the Budget process, and generate views from the different stakeholders on the Bill. This enabled the gathering of views of key Local Government stakeholders to inform the Civil Society paper which will be shared with Ministry of Finance and Parliament.

The CSOs and other advocacy efforts had so far contributed pressure for Government to stay the PFB into 2013 for further consultations with several stakeholders. The PFB has also kept improving its content over time due to surmountable advocacy endeavors by different stakeholders. UDN will continue with advocacy engagements in 2013 for a transparent and accountable PFB and eventual legislation in Uganda.

2.1.6 Fiscal and Monetary policies analyzed to assess their responsiveness to poverty reduction and human development

Review and analyse taxation policy and its relevance to poverty eradication

In order to influence Uganda's taxation policy, UDN undertook a review and analysis of the country's taxation policy, implications for fair and just taxation for the informal sector. The study, which was undertaken in districts of Kampala, Mityana, Masaka and Luweero, was aimed establishing the extent to which those employed in the informal sector were fairly/unfairly taxed and the challenges that impeded effective collection and management of informal sector tax. The undertaking will be complete and advocacy commencing in 2013. Preliminary findings, albeit, indicated that contrary to government reporting, many informal businesses continued to be unfairly taxed, which was negatively affecting their tax compliance.

In addition, a study on minimum funding norms in basic education in Uganda undertaken; aimed at establishing the prevalence of funding procedures and standards in education planning in Uganda, the proximity of practices in relation to these norms, and whether they were being presently applied or not. Results of the study so far revealed that despite the existence of an allocation for UPE grants, most schools had continued to receive a Capitation Grant far less than the amount approved by Government. This had adversely affected the school operations and the lowered the quality of learning in UPE schools in Uganda. Advocacy events will be organized in 2013 in respect to funding for primary school education in Uganda.

¹¹The Budget Act 2001 and The Public Finance and Accountability Act 2003

¹² In Soroti District

¹³ In Bushenyi District,, attended by participants from Mitooma, Ishaka, Sheema and Rubirizi .districts

Tax Justice Advocacy and collaboration

UDN in collaboration with Action Aid, Tax justice Network Africa and SEATINI organized a regional workshop to discuss and disseminate taxation studies in East Africa, attended by 70 participants from Eastern, Southern and Western Africa. In this meeting, the effects of Tax incentives on Uganda's revenue base were identified, and best practices from the other East African countries discussed for possible adoption by Uganda. A Tax Justice Taskforce¹⁴ was thus formed to meet on a quarterly basis and discuss concrete solutions on how best the country's local revenue base could be enhanced in a fair and just manner.

2.1.7 Lobby meetings at National and Local Government Levels

Lobby meetings with Parliamentary Committees and MoFPED

In May 2012, UDN in collaboration with the Civil Society Budget Advocacy Group (CSBAG) organized a Civil Society Pre-Budget Dialogue attended by 239 people. In this meeting, the Civil Society position on the 2012/13 National Budget was presented and views solicited from both policy makers and the general public. As a result, public debate was generated through the print and electronic media¹⁵ while lobby activities with Ministry of Finance and different Committees of Parliament¹⁶ were undertaken. This yielded increased spending and prioritisation of the social sector in the national budget.



UDN founder Zie Gariyo (left) makes a presentation at the CSBAG Pre-Budget Dialogue, May 2012

¹⁴Comprising members from CS, government, Members of Parliament and the private sector

¹⁵Radio One, WBS, CBS, New Vision, Weekly Observer, NTV, Daily Monitor

¹⁶Budget Committee, Agriculture Committee, Social Services Committee, and Committee on National Economy

Lobby meeting with L.G. Officials in Moroto District

In 2012, a review of the 2010/11 Moroto District Budget was undertaken. This was aimed at establishing the extent to which Local Government budgets address community concerns and the level of participation of community members in policy and budget making processes. Findings of this research and the initial scoping revealed that despite allocating huge amounts of funds to the Local Governments in Karamoja sub-region, the human development indicators and related parameters such as participation and information flow (from the authorities/ duty bearers to the rights holders) remained poor and among the worst in the country.

A lobby meeting was organized in Moroto District to disseminate the findings of the above research; attended by 100 community members, key district officials (including the resident district commissioner, district planner, sector heads, and sub-county chief among others), community monitors and development partners. In this meeting, commitments were made by the district officials to follow up all the study findings and recommendations. The undertakings enriched UDN knowledge about Karamoja. UDN will continue to deepen her presence and engagement in budget work in the Karamoja sub-region over the next implementation period through partnerships and other relevant mechanisms.



Some of the participants that attended the budget dissemination workshop in Moroto, November 2012

2.1.8 Capacity of citizens to influence policies on the generation and management of public resources and demand for transparency, accountability and wider associational space increased

In July 2011, UDN in collaboration with the International Budget Partnership (IBP) undertook the Open Budget Survey 2012. This was aimed at assessing the degree of availability and accessibility of eight key budget documents¹⁷ produced at various stages of the budget process. Results of this survey indicate that Uganda's level of budget transparency had significantly improved. UDN, nonetheless, continued to engage with legislators, researchers¹⁸ and Government¹⁹ institutions on mechanisms to enhance budget transparency in Uganda (see <http://www.igg.go.ug/static/files/publications/doc.pdf>). The results of this study were also used by Government in developing the Second Annual Report on Corruption in Uganda: Using the Data Tracking Mechanism- under the IGG).

¹⁷Pre-Budget Statement, Executive's Budget Proposal, In-Year Reports, Mid-YReports, Year-End Report, Audit Reports, Citizens' Budget and the Enacted Budget

¹⁸Economic Policy Research Centre, Makerere University Kampala

¹⁹Inspectorate of Government

UDN in collaboration with Save the Children (Sweden) undertook analysis on Budget Transparency for Child Health rights, in three districts of Bushenyi, Bugiri and Soroti. The analysis revealed that despite the existence of a National Nutrition Action Plan (2011-2016), nutrition interventions were not prioritized in both the national and Local Government budgets in Uganda. The findings will in 2013 inform UDN's advocacy efforts of improving pro-poor maternal and infant mortality services, policy space and targeted resource allocation in Uganda.

Media Advocacy Strategy

The media was a key player in amplifying the debate on key topical issues critical for the country's growth and development. In 2012, media activities were organized on both the National Budget and the Public Finance Bill 2012. These involved a talkshow on Crane FM in Bushenyi District – to discuss the Finance Bill content. A press conference on supplementary budgets and their effect on the budgeting process, debt and corruption were also held. Media activities have not only educated the public about key issues but have also helped to amplify the debate and generate public views.

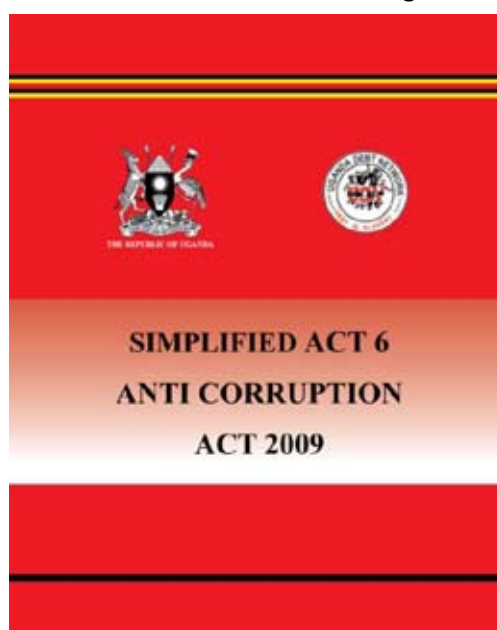
2.1.9 Corruption, wastage and misuse of public resources reduced, and transparency and accountability improved

Activities were undertaken to mobilize and sensitize citizens and CSOs on existing anti-corruption laws, regulations and institutions so that they could engage these institutions to implement their mandates against corruption.

Summary (Simplified) versions of the Anti-Corruption Act 2009 and Access to Information regulations produced for public dissemination

In order to empower ordinary citizens to understand, access information/ legislation, play their civic role and obligations, as a basis for demanding for transparency and accountable governance in Uganda, UDN simplified the Anti-Corruption Act, 2009. This included production of popular version of the Act, with simplified language and wording so that an ordinary person can easily understand and apply the contents of this vital legislation in the overall fight against corruption and abuse of authority.

UDN also prepared and produced for wider dissemination the Access to Information Regulations intended to guide implementation and regulation of the Access to Information Act, 2005. The purpose of the Access to Information Regulations, which were gazetted in April 2011, is to assist in implementation of the Access to Information Act, 2005 by providing the requisite procedures for citizens to apply for information that is in government's custody; the cost involved in accessing some of the information depending on how sensitive it is; and, the format in which Government institutions should respond to applications for access to information. The outcome of these efforts is expected to be enhanced citizens' understanding of the nature of corruption, penalties and how to prevent it, for increased accountability by those entrusted with public offices. UDN will continue with mass sensitisation and mobilising for citizens' civil action for good governance.



2.1.10 National and local coalitions/alliances promoted and supported to undertake advocacy campaigns against corruption, wastage and use of public resources

Lobby meetings on good governance, transparency and accountability concerns held

UDN held two lobby meetings with senior officials in the Public Procurement and Disposal of Public Assets Authority (PPDA) and the Ministry of Finance, Planning and Economic Development (MoFPED) to discuss an issues paper titled, *Key issues in procurement, public accountability and service delivery in Uganda*. The lobby meetings were aimed at discussing pertinent recurring public procurement challenges, and making input into the PPDA law that was under review. Some key issues discussed included pervasive corruption during procurement processes; rampant influence peddling by politicians and other technocrats; high incidences of delayed and non-execution of works; and, limited awareness of the procurement laws by stakeholders.



UDN staff interfacing with Ministry of Finance officials during a lobby meeting at the Ministry offices

Amongst other areas, UDN will continue to advocate for the urgent need to open up public procurement contract evaluation processes to public participation (observer status) to promote increased openness and transparency of procurement processes; and thereby increase access to procurement information and contribute to promoting value for money of public goods and services.

Lobby meetings for a more accountable and reformed Pensions Sector in Uganda

In 2012, UDN raised concerns over mischief in the Pensions sector in Uganda, particularly corruption scandals under the docket of Ministry of Public Service. Specifically, UDN organised lobby events with some key Members of Parliament on the Parliamentary Public Accounts Committee. UDN was concerned and also worked with media in regard to the massive pensions scam in the ministry, where over US\$100 billion meant for pensioners was misappropriated and also called for reforms including establishing an electronic IPPS in Government to contribute to prudent management of the pension sector in Uganda. UDN will continue to champion this and similar causes in 2013.

Black Monday Anti-Corruption awareness campaign

Arising from financial scandals in Government, UDN and other CS fraternity launched popular campaign for citizens' information and civic action against corruption in Uganda.



UDN staff members pose for a photo in front of a banner listing various national level corruption scandals that have cost the taxpayer money

Through several civil actions²⁰ in Kampala, Government was reminded to walk-the-talk of the “Zero Tolerance to Corruption” Policy, with a focus on the Central Government. Similar actions were also undertaken in the countryside; as in the case of UDN involvement under CSOs auspices of Riamiriam Civil Society Network in the Karamoja sub-region. This was because funds lost through the Office of the Prime Minister were also meant to serve PRDP projects, as to avert the high level of poverty situations in the impoverished areas like Karamoja in north east of Uganda. By end of 2012, there was an increased public sensitization, mobilization and call on Government to decisively act against staling of public resources in Uganda. In 2013, UDN will continue to be involved in the “Black Monday Campaign” cause.

An Anti-Corruption mural erected at Kayabwe, Mpigi District

UDN officially unveiled an Anti-Corruption Mural at the Equator point at Kayabwe in Mpigi District, presided over by the State Minister for Ethics and Integrity, Rev. Fr. Simon Lokodo. Members of Parliament, the Mpigi district authorities e.g. Resident District Commissioner, Inspectorate of Government, representatives from the Democratic Governance Facility (DGF), local leaders, students, the media and the surrounding community of Kayabwe in Nkozi Sub-county. Over 500 people were in attendance.

²⁰ Included press conferences, media talk shows on UDN-sponsored community radios, production of various information materials in form of leaflets, small magazines and T-shirts, etc



UDN's anti-corruption mural being unveiled at Kayabwe as excited guests look on

Several speakers decried the levels of corruption in Government, and noted that there was lack of political will to stamp out graft. Honourable MP Kyamadidi asked Ugandans to shun the corrupt, lamenting that "Corruption is so rampant in Government service delivery that it has evolved into outright theft. Therefore, you should raise an alarm when money is stolen by district officials so that they are caught." UDN will continue to advocate for more stringent laws, including verification of assets owned by every civil servant and the requirement for those found to have amassed wealth illegally to forfeit such assets to Government after serving a jail term.

Media advocacy on key development policy, public accountability, service delivery and good governance issues

One of the UDN proven experiences is that the media strategy is instrumental in informing, mobilizing, engaging, visibility of issues and advocacy efforts for increased discussion of public accountability and service delivery issues in Uganda. To this end, UDN engaged both the print and electronic media and facilitated/ carried out at least 120 national and local media²¹ advocacy events. These included press conferences, relevant and topical press articles, authoritative voice on issues of public accountability, gender and rights of the poor, marginalized/ excluded communities, debt and service delivery, talk shows and general press coverage (see examples):

<http://www.monitor.co.ug/OpEd/Commentary/Idle-ambulances-a-sign-of-reluctance-in-health-care/-/689364/1523382/-/sww2ydz/-/index.html>

<http://www.monitor.co.ug/Business/Prosper/Government-abusing-supplementary-window---activists/-/688616/1533598/-/o9ffo2/-/index.html>

<http://www.monitor.co.ug/OpEd/Letters/Local-governments-need-strong-management-skills/-/806314/1624332/-/v460u5z/-/index.html>

<http://wbs-tv.co.ug/?p=566>

<http://www.newvision.co.ug/news/638512-mps-oppose-finance-bill.html>);

<http://www.monitor.co.ug/OpEd/Letters/-Ghosts--in-Uganda-have-better-living-/-/806314/1634468/-/go5hje/-/index.html>

In addition, UDN utilized various new-age media platforms (Twitter, facebook, websites and blogs), on issues of public accountability, service delivery and governance. UDN also embarked on revamping its website that will be better operational in 2013. Overall, the media publicity amplified debate at both national and international levels on relevant concerns regarding the call and cause for good governance in 2012.

²¹ E.g. a) The Daily Monitor newspaper: 25 September 2012 and 6 November 2012; 12 November 2012; 3 October 2012; 20 November 2012; b) New Vision 6th Dec. 2012; The Observer, The East African, The Red Pepper, Etop c) Televisions (UBC, Star, NTV, WBS, NBS, Channel 44, Bukedde, Top and Record) d) over 15 radios: CBS, UBC, Capital FM, Radio One, KFM, Sanyu, Xfm, Etop, Voice of Teso, Crane FM, Nenah FM, All Karamoja FM, Savior FM, Eastern Voice, Continental, Kinkizi FM

UDN also run several radio announcements to raise public awareness on the UShs 103 million payment for purchase of vehicles for Uganda's 386 MPs. The spot messages, translated into local languages and run on seven radio stations across the country highlighted the lack of transparency with which the MPs' car payment scheme was handled. The messages expressed grave concern that the decision to pile this outrageous bill totalling to Shs 39.7 billion on the taxpayers did not give due consideration of recurrent and critical funding gaps in the social sector and service delivery in Uganda. Eventually, however, the Executive released the funds to the MPs at the detriment of the more deserving areas of need involving a bigger cross-section of citizens like those in hard-to-reach areas and excluded from access to quality public services in Uganda.



UDN Executive Director, Patrick Tumwebaze addressing the media after the mural launch

2.1.11 Platforms for CSOs and the public to engage government on corruption, accountability and transparency functional

Production of a Dossier on Corruption and government responses in Uganda

In a bid to continue raising the momentum for public awareness on the dangers of corruption, UDN in 2012 embarked on commissioning a compilation of the Dossier on Corruption. This also is expected to add value to the documentation/ record about the vice of corruption plaguing Uganda, examine the nature and magnitude of corruption and corruption trends in Uganda between 2000 and 2012 in regard to Government's action or inaction against major corruption cases. When the exercise is complete in 2013, it will be a resource material and tool to bolster CSOs anti-corruption campaigns by providing up-to-date and relevant data, coupled with analysis and information for designing specific advocacy initiatives. In 2013, focus will also be on public offices in regard to the misuse, wastage and abuse of assets by those entrusted with positions of authority; to achieve an aggregate citizens' vigilance against corruption.

UDN participates in commemorating the Annual Anti-Corruption Week

In commemoration of the International Anti-Corruption Day, UDN organized an anti-corruption public symposium on 4 December 2013 during the annual Anti-Corruption Week. The symposium, whose theme was, **'Together Against Corruption Now!'** aimed at amplifying public debate on the need for renewed citizen commitment and patriotism to fight graft, in view of rampant corruption scandals rocking the country; and also in the light of the Government's 'Zero Tolerance to Corruption' policy. The symposium attracted 183 people, who included members of the public, government officials, civil society representatives and students.



Left: Minister of State for Economic Monitoring, Hon. Henry Banyenzaki addressing the symposium as participants (right) listen, December 2012

The Chief Guest at the Symposium, Minister of State for Economic Monitoring, Hon. Henry Banyenzaki decried the pervasive corruption in the country and called upon citizens to actively engage in the corruption fight so as to make corruption a more risky venture to engage in. The key guest presenters were Justice Paul Mugamba, head of the Anti-Corruption Court and Hon. Kwizera Eddie, a member of the Parliamentary Public Accounts Committee. Other key presenters were Charles Mwangushya who gave a media practitioner-perspective and Mr. Zie Gariyo, a leading civil society practitioner and anti-corruption activist. One key immediate outcome of the symposium was the call for a quicker enactment of the Anti-Corruption (Amendment) Bill. UDN by end of 2012 had prepared a CS position and advocacy efforts for a citizens' campaign for strengthening enforcement of the law on recovery and confiscation of assets and proceeds from corruption. UDN will amplify and consolidate these advocacy initiatives in 2013, for contribution towards prudent generation and management of public resources and accountable governance in Uganda.

2.1.12 Internetworking meetings

UDN continued to attract invitations to various forums and meetings to share experiences. This is on the account of UDN's longstanding experience in advocacy, citizens' popular campaigns, good governance, community monitoring, transparency and accountability tools and strategies; as well as critical analysis of public policy and budgets at the micro, meso and macro levels, in 2012, UDN facilitated staff to participate in over twenty internetworking meetings²² at the different levels. Through this participation, UDN and wider stakeholders achieved cross-learning, visibility, strengthened collaboration and partnerships with key stakeholders. UDN has also kept abreast with key emerging issues and trends in policy, governance and context. These in turn inform UDN's methodical and relevant advocacy methodological approaches.

Similarly, UDN participated in meetings of the Uganda Governance Monitoring Platform (UGMP), a civil society coalition, and the Inter Agency Forum (IAF) which brings together agencies²³ (both state and non-state) at the forefront of fighting corruption. Besides, UDN contributed to the 2011 UGMP Report²⁴ by compiling the section on 'Transparency and Accountability'. UDN also continued to be a source of information by different researchers and development work practitioners. These forums and visits helped to build synergy and amplified advocacy voices.

²² E.g. two tax justice network taskforce meetings organized by SEATINI; breakfast meeting on "putting people at the centre of macro-economic management in Uganda, challenges, contradictions and policy options" by EPRC; tax and governance round table dialogue workshop by PANOS Eastern Africa; launch of Gender budgeting by Parliament of Uganda; conference on repositioning Uganda's trade competitiveness within the region by EPRC; two meetings to promote human rights defenders in Uganda by the Uganda Human Rights Commission; meeting called by MPs to discuss proposed amendments to the Anti-corruption Act 2009; Anti corruption Cluster meeting of the Accountability Sector organized by ACCU; meeting on the CSO Aid and Development Effectiveness organized by the NGO Forum to share the outcomes of the Busan High Level Forum on Aid Effectiveness that was held in December 2011; key highlights of 2011 and the work plan for 2012; four (4) Uganda at 50 (U@50) jubilee CSO planning meetings; four (4) UGMP Report planning meetings; and, FENU thematic group meeting.

²³ Director of Public Prosecutions, Inspectorate of Government, Office of Auditor General, Public Procurement and Disposal of Public Assets Authority, Directorate of Ethics and Integrity etc

²⁴ The report was publicly launched in May 2012 at Imperial Royale hotel.

Capacity Building and Empowerment

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A Sub-County dialogue in session in Kolir S/C, Bukedea, February 2012



Community monitors from Kumi engage in group work during the CBMES training in Bukedea, February 2012



UDN Community Based Monitors conduct a monitoring and evaluation exercise on NADunget HC III latrine during the Moroto scaling up exercise, November 2012



Can. Ziporah Kazooba, the chairperson of Kanungu Community Efforts for Rural Transformation speaks during the District dialogue. Town Clerk Emmanuel Asimwe (left) represented the District CAO November 27th, 2012.



UDN Community Based Monitors interview health staff during a monitoring exercise at Malera HC III, Bukedea District

2.2 Capacity Building and Empowerment Programme

The strategic objective of the programme is to enhance civil society credibility and capacity to deliver on their strategic poverty reduction advocacy interventions.

2.2.1 CSOs and CBOs with institutional capacity for effective advocacy and sustainability

Strengthening Community Based Organisations (CBOs)

Throughout its history, UDN has been at the helm of founding and nurturing coalitions to grow into a nucleus of independent CSOs (CBOs, NGOs, etc), to widen outreach for local engagement and civil society-led activism across Uganda. This is also a strategy for sustainable social accountability initiatives built on the CBMES model. Under the 2012-2016 SAPP, UDN embarked on building the status of Community Based Monitors to organise through district and sub county-based Community Based Organizations (CBOs).

In 2012, UDN successfully guided the establishment of 15 CBOs²⁵ which were at different levels of strength and functional capacity and in the 23 districts where UDN operates. In this regard, UDN has further undertaken numerous activities to ensure that the CBOs become self-sustaining and independent;

- a) *Institutional Development Grant:* UDN facilitated the 15 CBOs with quarterly institutional grants. The grants have enabled the CBOs to meet their day-to-day operation costs such as rent, stationery, and meetings (planning and follow-up). This has strengthened institutional capacity of the CBOs to operate and maintain physical addresses to ease reporting of issues monitored, receive feedback from local governments on issues raised, and report issues of poor service delivery directly to their offices.
- b) *Capacity Building for CBOs:* UDN organized and facilitated tailored organizational development training for its affiliated CBO members. The trainings facilitated understanding of organizational systems and, policies²⁶ and operations of the board and secretariat. In addition, UDN trained CBOs leaders in research, resource mobilization and fundraising. As a result, the CBOs have been able to develop strategies for fundraising for sustainability purposes. For example, Tororo Anti Corruption Coalition, Grassroot Action for Progress and Bugiri Poverty Monitoring Network have been able to source their own funds through writing proposals to various donors. Furthermore, using the skills acquired, the three CBOs have been able to undertake research on school dropout in UPE schools in Bugiri, Tororo and Iganga districts to inform their local advocacy on quality education. As a result of the research, the communities have become more vigilant to send and retain their children at school. As a case in point, Naluwerere P/S, Buwuni P/S and Bugiri P/S in Bugiri District have established school gardens of maize and beans to support feeding children at school.
- c) *Recruitment of Coordinators:* UDN facilitated the recruitment and placement of coordinators for three CBOs to operationalize their secretariats. The recruitment of coordinators has enabled follow-up of activities monitored, providing feedback on the responses from the local government to the communities and documenting case changes as a result of community monitoring. This has been vital in maintaining organizational structure and enhanced coordination of CBO activities including resource mobilization for self-sustainability. For example, Grassroot Action for Progress produced a case changes booklet which has been shared with a number of stakeholders.

²⁵Namutumba Community Based Monitoring And Evaluation System, Kaliro District Community Based Monitoring And Evaluation System, Kumi District Poverty Monitoring, Grassroot Action for Progress, Bugiri Poverty Monitoring Network, Community Driven Action for Integrated Development - Uganda (CoDAID-U), Kanungu Community Efforts For Rural Transformation, Bushenyi Poverty Monitors Association, Tororo Anti-corruption Coalition, Bukedea Community Based Monitors Networks, Obalanga Community Monitors Group, Kapelebyong Community Based Monitors Association, Kapujan Community Monitors, Omodoi Community Monitors, Asamuk Community Based Monitors, Moroto Nakapiripirit Inter Religious Initiative for Peace and West Ankole Anti-Corruption Coalition.

²⁶Financial policies, Human Resource Policies and Constitutions

Formation of Regional Networks

With the ultimate view of establishing a national network of monitors, UDN has formed one regional network, i.e. the West Ankole Anti-Corruption Coalition (WAAC), which covers five districts of Bushenyi, Rubirizi, Buhweju, Sheema and Mitooma. The purpose of the network is to consolidate the voices of people for effective participation in development discourse and clout for effective policy engagement and advocacy on service delivery.

Replication of the Community Based Monitoring and Evaluation System as a tool for social accountability

During the reporting period, UDN provided capacity building support to Moroto-Nakapiripirit Inter-Religious Initiative for Peace (MONARLIP) towards the implementation of CBMES as a tool for social accountability. A total of 40 community monitors²⁷ were equipped with knowledge and skills to monitor the delivery of social services and demand for accountability from duty-bearers. This enhanced the organizational capacity of MONARLIP in the implementation of good governance and accountability programmes in the Karamoja sub-region.



A UDN Programme Assistant under the Capacity Building and Empowerment Programme conducts the CBMES tool implementation training for MONARLIP, November 2012

2.2.2 Communities accessing quality services

Implementation of the Community Based Monitoring and Evaluation System (CBMES)

UDN has continued to implement the CBMES activities in the 23 districts²⁸ of operation. As a result, the communities have become more empowered, resulting into a number of positive changes within the communities. The process of implementing the CBMES involves facilitating the community monitors to undertake monitoring activities in selected poverty-focused sectors,²⁹ and organise both sub-county and district dialogue meetings in the different districts.

In 2012, UDN facilitated community monitors to undertake monitoring which resulted into organising 57 sub-county dialogues and 12 district dialogues. These meetings attracted a total number of 3,420 people³⁰ at the sub-county and 582 people³¹ at the district levels. The dialogue meetings have acted as forums where the citizens in the different localities interface with their leaders for corrective action to be taken. The dialogues have further acted as open space for

²⁷ 15 women and 25 men

²⁸ Amuria, Bukedea, Katakwi, Moroto, Napak, Namutumba, Kaliro, Iganga, Luuka, Bugiri, Namayengo, Kamuli, Buyende, Bushenyi, Sheema, Rubirizi, Buhweju, Mitooma, Kanungu, Kumi, Ngora, Tororo and Nakapiripirit

²⁹ Universal Primary Education, Universal Secondary Education, Primary Health Care, Rural feeder roads, Agriculture and more specifically NAADS, water and sanitation.

³⁰ 1787 men and 1633 women

³¹ 294 men and 288 women

interaction and responding to the needs of the communities raised during these meetings.

In 2012, UDN had the following outcomes as a result of community monitoring in the different districts of operation:

- a) Government at local and national levels have become responsive to the needs of the communities. In Obalanga Sub-county, Amuria District, the communities complained of lack of transparency and accountability in the delivery of services in the NAADS programme. This had led to lack of ownership of inputs by the beneficiaries leading to wastage of public resources. When the community monitors monitored the NAADS programme and discovered lack of ownership of the programme, they requested Local government officials to incorporate community monitors into the Village Procurement Committee³² since they were trusted by the communities. This was welcomed by the Local Government officials and later community monitors were incorporated into the Village Procurement Committee (VPC). The beneficiaries have since then appreciated the NAADS programme and pay tribute to the community monitors for their involvement in the procurement processes.

On their own initiative, the community monitors have managed to mobilise the communities to participate in the planning processes at parish level so as to identify their priorities to be incorporated into the sub-county and district development plans. As a result, in Amuria District, the priorities of the communities have been reflected in the district development plans, hence responding to the needs of the communities.

The active participation of the community monitors at community, parish, sub-county and district levels, has enabled them to be co-opted into the Parish Development Committees. For example in Nsinze, Magada and Kibaale sub-counties in Namutumba District, and Obalanga Sub-county in Amuria District,, the community monitors are part of the Parish Development Committees.

- b) As a result of continuous monitoring and raising the concerns of the citizens at sub-county and district levels, the communities have been able to hold their leaders accountable for their actions. This was particularly witnessed in Malera Sub-county, Bukedea District, where the communities have been able to question their leaders on the lack of water at Malera Health Centre II. Still in Malera Sub-county, the community monitors questioned the district leadership on why Kadacar P/S was commissioned without pit latrines.
- c) The continuous interaction between the community monitors and the local government officials has brought about improved working relationship with Local Government officials both at sub-county and district levels. The local government officials now use the community monitoring reports as a source of information and reference during their planning meetings. This has built the confidence of the community monitors since they are more often called upon to give information on the state of service delivery in their localities. The empowerment of the community monitors has enabled them to competently challenge and engage policy makers to address gaps in policy implementation.

As gestures of acknowledgement of this empowerment in Kumi and Tororo districts, the offices of the Resident District Commissioner (RDC) have fully supported the community monitoring activities, and at times joint monitoring is done. In Moroto District, the Sub-county Chief of Nadunget commended UDN for the initiative of empowering community members to take charge of their own development and hold leaders accountable. She further stated that they were understaffed, and hence not in position to monitor the implementation of government projects.

³² Charged with the procurement of inputs for the beneficiaries



A district dialogue meeting organised by UDN in progress at Kumi District Headquarters

Scaling up of CBMES in eight new sub-counties in four districts

In response to the increasing demand from both the local government officials and communities for accountability from duty-bearers in different districts, UDN scaled up her activities in four districts.³³ The scaling up exercise was preceded by preliminary visit to develop working relationships between UDN and the local government officials.³⁴ The local government officials offered their support to UDN and worked together to identify the people who were trained as community monitors from the different sub counties. As a result, 160 community monitors³⁵ representing different interest groups³⁶ were identified and to be trained in the CBMES model as a social accountability tool.

After the selection of the community monitors, a five-day capacity building training was organised for them. The community monitors acquired practical skills that were crucial for monitoring and evaluating government programmes for improved service delivery in their localities. The training built the capacity of the participants to understand their rights, advocate for improved service delivery and demand for accountability from their leaders. As a result of scaling up, the following are some of the changes that were experienced within the communities:

³³Katakwi (Toroma, Omodio and Kapujan), Bukedea (Kolir and Malera), Moroto (Rupa and Nandugut) and Kaliro (Namugongo, Nawaikoke, Kaliro Town Council) districts

³⁴UDN met with District Internal Security Officer (DISO), Chief Administrative Officer, (CAO) Resident District Officer (RDC), District Planner, District NAADS Officer and the District Education Officer at district level and Sub county Chiefs, Sub county NAADS Coordinators, community development officers, Councillors and LCIIIs at sub county level.

³⁵ Moroto (30 men and 10 women), Kaliro (15 women and 25 men), Bukedea (21 men & 19 women and Katakwi (23 men and 17 women)

³⁶ People Living with HIV/AIDS, People With Disabilities, the Elderly, Youth

- a) There has been improved service delivery as a result of continuous monitoring and empowerment of the community monitors and the general community. For example, in Moroto District, residents of Rupa Sub-county raised a concern on lack of accommodation for teachers as one of the factors impeding education in the sub-county. It was discussed and agreed that in FY2012/13, accommodation would be provided for teachers in the school. To-date, four teachers' houses have been built in KDA Primary School. In Namutumba District, Namutumba Town Council, a four classroom block was constructed at Nakiisi P/S as a result of community monitors interventions. In Katakwi District, Toroma Sub-county, the community monitors stopped the construction of a staff house at Akuraou H/C II after the foundation was not done as per the specification in the Bills of Qualities (BOQ). A meeting to verify what had been raised by the community monitors was organised and attended by local government officials³⁷ and the community. The contractor apologised for the shoddy work and had to re-work on the foundation.
- b) The quality of citizen participation has improved compared to the previous years, after UDN trained the community monitors on the commonly used terms during planning and budgeting for their own understanding. This has enhanced their participation during the planning processes. This has enabled effective contribution during the discussions. The community monitors have been able to build alliances with the political leaders so as to influence the planning processes.
- c) As a result of continued community sensitization and education by UDN on citizen rights, as well as periodic dissemination of information such as Government releases and other policy documents, communities members have been empowered and able to challenge service providers in adhering to set guidelines. For example, in Amuria District, the community monitors in the year 2012 successfully demanded that Obalanga Health Centre III opens at 8.00am as required by the Health sector guidelines and regulations; and not 10.00am as was the case hitherto. This has improved access to delivery of health services at Obalanga Health Centre III.

Lobby meetings at National level

As part of a process of pushing the community's agenda to higher levels on different sectors,³⁸ UDN organised three lobby meeting with key target agencies at national level, namely: the NAADS Secretariat, the Parliamentary Committee on Agriculture; and a feedback meeting on Agriculture attended by different national stakeholders.

During the lobby meeting with the NAADS Secretariat and the Parliamentary Committee on Agriculture, the community monitors raised a number of issues affecting the beneficiaries and non-beneficiaries in the NAADS programme.

As a result of UDN advocacy with the NAADS Secretariat, a number of changes have been affected:

- a) The NAADS Secretariat re-distributed the latest NAADS II guidelines to inform the beneficiaries of how the programme is being implemented. This has increased the understanding of the farmers on how they are to benefit from the programme.
- b) The NAADS Secretariat and Ministry of Agriculture, Animal Industry and Fisheries made commitments which they are in the process of implementing. For example, the policy on urban farming is being drafted so as to benefit urban farmers who have been using the same NAADS II guidelines which had not taken into account the challenges of undertaking farming activities in urban areas. Secondly, the Ministry of Agriculture, Animal Industry and Fisheries is streamlining the roles of different Local Government officials related to Agriculture at LG level. This was raised in the meeting by the community monitors after realising that most farmers lacked access to extension services, and yet there were many LG officials who were redundant.

³⁷ Senior Administrative Secretary, LCIII, Councillors, COA and the Engineer

³⁸ Universal Primary Education, Universal Secondary Education, Primary Health Care, Rural feeder roads, Agriculture and more specifically NAADS, water and sanitation

- c) The NAADS Secretariat further pledged to roll out the ICT services after the pilot project in Serere District to the farmers to ensure that all NAADS beneficiaries accessed information related to markets, diseases, different varieties, etc.



UDN Executive Director, Patrick Tumwebaze (extreme right) led a team for a lobby meeting with the NAADS Secretariat and Parliamentary Committee on Agriculture on the NAADS programme

To further champion the plight of the farmers, UDN joined other CSOs to participate in the National Farmers Forum under the theme, ‘*Why food scarcity in the Pearl of Africa?*’. The purpose of the forum was to provide a broad platform for all actors in the agricultural sector to reflect and debate on the state of Agriculture in Uganda and make substantive suggestions on prospects for the future.

The farmers from UDN constituencies raised a number of issues³⁹ affecting farmers in their localities and sought from government different ways on how they could mitigate the challenges. With the joint effort from the different CSOs, the government committed itself to improving the sector, more especially on developing an irrigation scheme that could benefit all the small-scale farmers since climate change was one of the biggest challenges to agriculture in Uganda.

Refresher training of Monitors in Amuria District

As a result of new programme being introduced in the greater northern part of Uganda, UDN organised a refresher training of community monitors in Amuria District. The training was meant to strengthen the capacity of community monitors and small-scale farmers in undertaking participatory monitoring and evaluation.

The training also involved taking the participants through the new government programmes that were being implemented in the district.⁴⁰ This training enabled the monitors and small scale-farmers to gain skills, knowledge and information to enable them to monitor the implementation of new government programmes.

³⁹Climate change, fake seeds, lack of pesticides, lack of markets, lack of fertilizers ,etc

⁴⁰Agricultural Livelihood Support Programme (ALREP), Community Demand Driven Project (CDD), Community Agricultural Infrastructure Improvement Project (CAIIP), Northern Uganda Social Action Fund (NUSAF II), Plan for Recovery and Development Programme (PRDP) and NAADS II Programme.

Service Client Charters

To further enhance the different social accountability tools, UDN partnered with the Ministry of Public Service to develop and implement the Service Client Charters in Nakapiriprit District. UDN has since followed up to assess the effectiveness of the client charters in the improvement in services delivered. After holding a feedback meeting with different stakeholders at district levels, it was established that service providers had become more responsive to the commitments in the client charters. For example, in Nakapiriprit District, all correspondences to the district are responded to within three working days.

Use of Short Message Services (SMS) technology

As a mechanism for raising and providing feedback to the service users, UDN introduced the use of Short Message Services technology to enhance the already existing CBMES tool as a downward accountability mechanism. The tool has been piloted in Amuria District where both the community monitors and LG officials have been trained in the operation of the technology. Currently, the community members are able to send messages to the LGs on the state of service delivery in their localities and, at the same time, the LGs are in position to provide feedback. This has simplified the interaction between the service users, service providers and duty-bearers hence improving service delivery.



UDN Community Based monitors in Amuria District undergo training in the use of SMS technology in programme monitoring and evaluation under the CBMES programme

Working with the media

a) Community radio programmes

UDN sponsored 107⁴¹ radio programmes on four⁴² radio networks spread across the country. These community radio programmes helped to empower the UDN Community Monitors, to lead debates and raise public awareness about social accountability issues and the state of Government service delivery in their communities, based on well-researched information. The radio programmes also enabled the Community Monitors to disseminate widely findings of the monitoring activities in their localities. The programmes have thus attracted the interest and participation of district political and technical leaders, and

⁴¹ 72 weekly and 35 bi-monthly programmes

⁴² Continental FM in Kumi/Bukedea District, Savior FM in Amuria District, Eastern Voice in in Bugiri District and Kinkizi FM in Kanungu District.

helped to promote public accountability. For instance, in Amuria, like-minded CSOs have used the UDN-sponsored radio programmes on Savior FM to reach out to farmers and promote the growing of *amaranthas*.



Mr. David Anguria, a local artiste (clad in red UDN T-shirt) popularly known as “Ayaye”, presents an anti-corruption awareness song at the launch of the bi-monthly radio talkshow on Saviour FM, Amuria District

b) Engagements with the national media

UDN engaged both the print and broadcast media to raise awareness on issues of service delivery and public accountability. During the year, over 30 national and local media⁴³ covered UDN activities, including press conferences, dissemination of study reports, etc. In addition, UDN’s views and concerns were widely shared on various new-age media⁴⁴ platforms. The media publicity amplified debate at both national and international levels on concerns relating to Government service delivery and public accountability. Because of these milestones, UDN has frequently been contacted by the media as an authoritative voice on issues of public accountability and sustainable debt management.

⁴³Nine TV networks (UBC, Star, NTV, WBS, NBS, Channel 44, Bukedde, Top and Record); 6 print media (New Vision, Daily Monitor, The Observer, The East African, The Red Pepper, Etop); and 15 radio networks (CBS, UBC, Capital FM, Radio One, KFM, Sanyu, Xfm, Etop, Voice of Teso, Crane FM, Nerah FM, Savior FM, Eastern Voice, Continental, Kinkizi FM).

⁴⁴Twitter, facebook, websites and blogs.



UDN Staff constituted the panel of discussants during a Press Conference on Debt, Supplementary Budgeting and Corruption, June 2012

Maintenance of website and LAN

UDN upgraded its intranet to enable faster access to internet and therefore efficient management of communications. As a result, the organization has been able to improve its external communication with stakeholders and partners.

Information Materials

As part of the effort to increase access to information necessary for citizen participation and demand for accountability, UDN produced and disseminated over 10,000 simplified copies⁴⁵ of information materials to her constituents in 23 districts across Uganda. The information materials have raised public awareness and informed citizens of their priorities so as to demand their rights from duty-bearers. The information materials have further been shared with community monitors who participate in the community radio programmes to enable them share information with the general public. UDN has also shared the information materials with the 15 CBOs in the different 23 districts, making the CBOs act as resource centres for the districts where the LG officials and members of the general public can access information on public policy issues.

Internetworking activities

Five staff took part in internetworking activities/ meetings⁴⁶ with various stakeholders at national and international levels. The increased demand by both government and CSOs for UDN to attend their meetings is overwhelming. In these meetings, UDN has been in position to share experiences, increase learning from various actors which has enabled her to improve on her social accountability tool. This has further increased UDN's visibility among CSOs and government agencies.

⁴⁵Policy briefs, policy review newsletters, updates, issues papers, NDP, Development policies (KARLIP, ARLEP, NUSAF, PRDP, CDD, Central government releases to LGs

⁴⁶ Christian Aid, DCA, Trociare, Concern WW(3 meetings), Ministry of Agriculture Animal Industry and Fisheries, Action Group for Health, Human Rights and HIV/AIDS, Volunteer Efforts for Development Concerns (VEDCO)- 3 meetings, Participatory Ecological Land Use Management, Uganda National Health and Consumers Organisation(3 meetings) Centre for Democratic Governance, Ministry of Local Government and DFID

Institutional and Organizational Development

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Outgoing Chairman, Prof. George Kakonge hands over power to the newly elected Vice Chairperson, Ms. Christine Nantongo in the absence of the new Chairman (Prof. Ezra Suruma)



UDN members at the Annual General Meeting 2012



UDN members and community monitors in a brainstorming session during the new SAPP development process



Community Based Monitors participate in the new SAPP development exercise



UDN members participate in the 2012 AGM



UDN staff and Board members pose for a photo after the SAPP development exercise



Some of the newly elected Board members at the handover ceremony

2.3 Institutional and Organizational Development

Strategic Objective: UDN is a strong organization with solid governance and management structures and systems to deliver high-quality outputs

2.3.1 UDN governance structures in place and operational

Facilitating Board and Committee meetings

During the reporting period, seven Board and six Committee meetings were held. The meetings facilitated the Board to perform its oversight function and to guide programme implementation in relation to UDN's strategic direction. These processes also provided strategic and institutional learning to new Board Members about UDN's work.

Annual General Meeting

A one-day Annual General Meeting was held and was attended by 65 members. This provided an opportunity to vote in a new and dynamic team to comprise the new Board and steer the organization's strategic direction for the next three years.

2.3.2 Human resource policies and financial management systems and policies implemented and effectively functional

Annual Audit Report produced

The Audit Report was one of the key documents considered and approved by the Annual General Meeting. The Report informed UDN members and stakeholders about the financial standing of the organization, and the effectiveness of its accountability systems.

UDN's sustainability strategy operationalized

UDN developed three grant proposals and submitted them for funding. One of the proposals has been accepted for funding and UDN has signed a grant agreement with the funding agency. The funding will facilitate UDN to deliver outputs in its key programmes.

Review and planning workshop

A review and planning workshop was held and attended by Board, staff and representatives of key stakeholders. This was important in as much as it provided an opportunity to Management and Staff to plan for the year's programme activities; Board to participate and learn more about the organization's mode of operation; and, stakeholders to be informed about the plans drawn to realize the organization's strategic objectives.

2.3.3 Documentation of UDN work and experiences

Annual, half-year and quarterly reports produced

An annual, a half-year and two quarterly reports were produced. The reports added to the organization's corpus of programme, activity, research and review reports that are repositories of the UDN legacy and inform members and stakeholders about the progress made by the organization during the reporting period and its contribution towards realizing its overall strategic objectives.

2.3.4 Staff recruitment and deployment

A Director of Programmes (DOP) was recruited and deployed during the reporting period. This strengthened the management function of giving strategic guidance to staff in programme implementation, monitoring the effectiveness of implementation and the quality of outputs in terms of contributing to the realization longer-lasting outcomes in the communities and on policy influencing, and ensuring effective institutional management and inspiring leadership to the organization's human resources.

3.0 Challenges

- a) The cost of producing and printing our information materials continues to be high, which impacts on the level of outreach of our disseminated materials. For example, UDN would have desired to translate the simplified Anti-corruption Act into one or two major local languages for wider impact, but this has not yet been possible.
- b) The cost of putting up the anti-corruption mural was very high, and hence calls for rigorous fundraising if we are to erect another mural in the near future.
- c) Ensuring timely follow-up of recommendations by LG officials and policy makers.
- d) Realising impact in a short time due to short reporting periods set by the different donors has also proved a major challenge.
- a) The high cost of community involvement in monitoring has put a strain on the financial, technical and material resources of UDN.
- b) Continued harassment and imprisonment from the government has instilled a lot of fear in many community monitors. For example, in Kumi, one community monitor, Mr. Aedeke was imprisoned over unclear circumstances.

4.0 Financial Situation at UDN

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER, 2012

Statement of Financial Position at 31st December, 2012

	2012	2011
	Shs	Shs
Assets		
Non-Current Assets		
Property and equipment	56,149,458	823,637,407
	56,149,458	823,637,407
Current Assets		
Programme floats	1,402,800	16,007,895
Accounts receivables and prepayments	10,766,973	2,098,846
Other receivables	200,000,000	-
Cash and bank balances	114,502,756	391,941,774
	326,672,529	410,048,515
Total Assets	382,821,987	1,233,685,922
Equity and Liabilities		
Capital and Reserves		
Accumulated fund	356,852,804	575,097,036
	356,852,804	575,097,036
Non-Current Liabilities		
Property Liability	-	550,000,000
	-	550,000,000
Current Liabilities		
Staff Payables	16,349,442	31,976,116
Other Payables	-	20,896,110
Payables	9,619,741	55,716,660
	25,969,183	108,588,886
Total Liabilities	25,969,183	658,588,886
Total Capital and Liabilities	382,821,987	1,233,685,922

Statements of Income and Expenditure for the year ended 31st December, 2012

STATEMENT OF INCOME	Budgeted 2012 Shs	Actual 2012 Shs
INCOME		
Donations/Grants	-	1,416,251,473
Other income	-	68,622,139
TOTAL INCOME	-	1,484,873,612
EXPENDITURE		
GOVERNANCE AND RIGHTS		
Citizens/CSOs capacity to track and influence Aid and Debt acquisition and sustainability	68,980,000	5,956,000
UDN and Partners Participating and Influencing national, regional and International Forums	47,510,000	2,273,300
Citizens and CSOs influencing key poverty-reduction policies and Programmes	120,770,000	13,976,480
Government Budgets at National and Local Levels respond to poverty reduction priorities	151,820,000	81,580,650
Fiscal and Monetary policies analyzed to assess their responsiveness to poverty reduction	148,207,500	52,403,970
Government budgets processes are open, transparent and participatory	37,750,000	4,248,000
Corruption and wastage and misuse of public resources reduced and Accountability improved.	45,920,000	12,804,000
Local and National coalitions/alliances promoted to undertake advocacy campaigns	112,800,000	146,560,233
Platforms for CSOs and the public to engage government on corruption and accountability functional	99,510,000	29,263,000
UDN Programme Management Capacity Enhanced	346,577,571	197,642,071
Total Expenditure for Governance and Rights	1,179,845,071	546,707,704
CAPACITY BUILDING AND EMPOWERMENT		
CBOs with Institutional Development Grants	-	2,725,280
Strengthened Governance and management structure and systems in place and operational	402,275,000	142,024,764

Capacity of CSOs to undertake collective actions to influence polices and promote good governance	216,070,000	42,854,023
Communities Accessing quality services	247,660,000	198,791,290
CSOs and Government collaborating at local and national levels to improve quality of service	210,590,000	31,995,748
UDN Programme Management Capacity Enhanced	343,743,257	211,029,218
Training of monitors, local leaders	6,600,000	220,000
Total Expenditure for Capacity Building and Empowerment	1,426,938,257	629,640,322
INSTITUTIONAL AND ORGANISATIONAL DEVELOPMENT		
A strong governance and Management structure providing strategic leadership to the organization	80,010,000	31,505,550
A Monitoring and Evaluation Strategy in place and operational	91,910,000	5,267,000
Programme Management Capacity Enhanced	360,267,127	235,275,315
Board and Management Training Workshop to acquire knowledge	272,380,000	168,754,908
Total Expenditure for Institutional and Organizational Development	804,567,127	440,802,773
Grand Total Programme Costs	3,411,350,455	1,617,150,800
General Overhead Costs	106,574,967	98,305,145
TOTAL EXPENDITURE	3,517,925,422	1,715,455,945
Surplus/(Deficit) for the period		(230,582,333)
Less: Depreciation		17,487,949
Net Surplus/(Deficit) for the period		(248,070,282)
Transfer to Endowment Fund		-
		(248,070,282)
Accumulated fund balance at 31 December 2011		454,948,876
Accumulated fund balance at 31 December 2012		206,878,595

Appendices

Appendix I – UDN Board of Directors as at 31st December, 2012

1. Chairman	- Prof. Ezra Suruma
2. Vice chairperson	- Ms. Christine Nantongo
3. Secretary	- Mr. Nambago Musasizi
4. Treasurer	- Mr. Fred Guweddeko
5. Member (grassroots)	- Hajji Ssengoba Bwagu
6. Member (Gender)	- Ms. Maude Mugisha
7. Member (Taskforce)	- Mr. Julius Othieno

Appendix II - UDN Senior Management as at 31st December, 2012

1. Patrick Tumwebaze	- Executive Director
2. Julius Kapwepwe	- Director of Programmes
3. Pauline Apolot	- Senior Programme Officer, Capacity Building and Empowerment
4. Imelda Namagga	- Senior Programme Officer, Governance and Rights

Appendix III – UDN Staff as at 31st December 2012

1. Akwat Walter	- Communications Officer
2. Maureen Agaba	- Programme Officer, G&R
3. Odaro Jude	- Programme officer, CBE
4. Apeduno Grace	- Finance Officer
5. Juliet Akello	- Programme Assistant, G&R
6. Adellah Agaba	- Programme Assistant, G&R
7. Kobusingye Grace	- Programme Assistant, G&R
8. Christine Byiringiro	- Programme Assistant, CBE
9. Esther Mufumba	- Programme Assistant, CBE
10. Moses Okoed	- Programme Assistant, CBE
11. Peace Nambooze	- Accounts Assistant
12. Susan Wanyana	- Office Assistant
13. Kyomuhendo Annet	- Office Attendant
14. George Matovu	- Transport and Logistics Officer
15. Okumu Charles	- Guard
Interns	
16. Peninnah Mbabazi	
17. Stellan Mugena	
Substitute Drivers	
18. Leonard Busulwa	
19. Benon Serugo	
20. Francis Twahiirwa	

MEMBERSHIP GUIDE

I. Introduction

Founded in 1996 to champion the cause for debt relief, Uganda Debt Network (UDN) has established itself as a leading advocacy Non-Government Organisation (NGO) whose mission is to *promote and advocate for poor and marginalized people to participate in influencing poverty-focused policies, demand for their rights and monitor service delivery to ensure prudent, accountable and transparent resource generation and utilization*. UDN's vision envisages a *prosperous Uganda with sustainable, equitable development and a high quality of life of the people*.

You and your organization can make a difference by becoming a member, supporting the work of our organization and taking part in the programmes. UDN believes in participatory decision-making and local governance with equal opportunity for all persons irrespective of gender, age, colour, ethnicity, political opinion, race, creed or religion, social, economic standing or disability.

UDN works to empower communities with skills and knowledge to monitor and evaluate, on a continuous basis, the utilisation of public resources at local and national levels. Our organization analyses national and local policies, carries out strategic participatory research to influence design, formulation and implementation of pro-poor policies. UDN has been the leading organization in the anti-corruption campaign in Uganda since 2000 having been a founding member of the Anti-Corruption Coalition Uganda. UDN works closely with people at the grassroots and has facilitated them to form grassroots anti-corruption coalitions. The organization has instituted an effective Civil Society Anti-Corruption Public Education Campaign using local radio and other media. The benefits from this campaign are beginning to bear fruit as many Local Governments strive to improve the quality and delivery of services.

Uganda Debt Network is implementing a five-year Strategic Advocacy Program and Plan (SAPP) centred on the following three themes:

- a) Governance and Rights Programme
- b) Capacity Building and Empowerment Programme
- c) Institutional and Organizational Development Programme

II. Benefits to the members

All registered and paid up members are eligible to attend the Annual General Meeting (AGM). However, for purposes of election, only full members are eligible to stand and be elected to office. In addition all the registered and paid members are entitled to a complimentary copy of all UDN publications, including Policy review newsletters, Monthly updates, Policy research reports, Policy analyses and review reports, UDN annual reports, UDN program reports etc.

III. Towards financial self-reliance (Endowment Fund)

UDN strives to achieve financial self-reliance. UDN has instituted an Endowment Fund Policy to raise funds from supporters, sponsors and other stakeholders. The funds are invested in high interest bank accounts or other income sources so that only interest is annually ploughed back into UDN programmes.

You can be part of this process by contributing annually to UDN Endowment Fund. For a start, all registered full members will in addition to an annual subscription fee, contribute to

the endowment fund. Each full member is required to make a one off contribution to the endowment fund (Individuals \$80, Institutions \$200).

However, a provision has also been made for all the individuals and institutions that support the cause of UDN to contribute to build the endowment fund. This support is crucial for subsidizing UDN's costs, especially in increasing the participation of the people at the grassroots in decision making processes such as the Annual General Meeting, national meetings and others.

IV. Membership

New and old members are welcome to participate in this new and dynamic membership structure for UDN. Old members are only required to upgrade their membership by paying the appropriate fees. New members are encouraged to fill forms and submit with appropriate required fees to the Secretariat - by 15th May 2012, if you are to be invited to participate in the AGM.

V. Membership Category

Please tick the correct category for your preferred membership

Type of membership	Category	Membership fees (once)	Subscription fees (annual)	Endowment Fund (once)	Status
Individual	Full	\$100	\$50	\$80	Voting
	Affiliate	\$100	\$25	-	Non-voting
Institutional	Full	\$100	\$100	\$200	Voting
	Affiliate	\$100	\$75	-	Non-voting
Youth and Students	Affiliate	\$100	-	-	Non-voting
Grassroots Coalitions	Affiliate	\$100	\$10	-	Non-voting
Honorary	Individual	-	-	Optional	Non-voting
	Institutional	-	-	Optional	Non-voting

VI. Method of Payment

Payments can be by both cheque and cash, either in dollars or equivalent of Uganda shillings. All cheques should be written in the names of Uganda Debt Network. Cash payments must be made at the UDN secretariat and a receipt obtained. All payments must be accompanied by a form fully filled and signed for the applicant (old members) or a demand note (new members).

Payments can also be made directly to the UDN Bank Account, using the following details:

Account Name: Uganda Debt Network
Bank: Bank of Baroda, Main Branch on Kampala Road
Account Number: 95010200000363

For inquiries, contact:

The Membership Manager

Uganda Debt Network
 Plot 153/155, Ntinda Road, Ntinda
 P.O. Box 21509 Kampala, Uganda
 Tel: 256-414-543974/533840
 Fax: 256-414-534856
 E-mail: info@udn.or.ug
 Or apply via website at: www.udn.or.ug



The new UDN Secretariat premises on Plot 153/155 Ntinda Road, Ntinda along Ntinda-Nakawa Road in Kampala

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